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This document contains a summary of a survey of 930 companies employing 4,375,665 persons throughout the United States. The survey specifically deals with the companies' experiences with in-plant and outside agency job training programs. Some of the findings were: (1) Respondents feel that there are numerous institutions at work in the community to provide skill training, but 60 percent feel that this training falls short of their company needs. (2) Participants expressed great willingness to serve on advisory boards. (3) About 50 percent felt their universities lack adequate vocational training facilities and recommended public high school and in-plant training as the solution. (4) Over 85 percent are in favor of development of public vocationally oriented technical colleges on a 2-year basis. (5) 17 percent have established training programs with a view to attracting minority workers and 50 percent felt their programs were successful. (6) Manpower Development Training Administration has not helped find qualified employees for 80 percent of the respondents, and (7) Only 19 percent have employed persons trained in Job Corps centers, and of that group, 60 percent regard the experience as satisfactory. (MM)

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
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RESEARCH REPORT NUMBER FOUR:

JOB TRAINING

THE MANPOWER® RESEARCH COUNCIL, Milwaukee, Wis.

A NON-PROFIT RESEARCH ORGANIZATION, SPONSORED AND OPERATED AS A PUBLIC SERVICE BY MANPOWER, INC.

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STATEMENT OF PURPOSE

The Manpower Research Council has as its objective the development of an interchange of information on employment, industrial relations trends and activities, and management problems among the manufacturing and service industries of the United States. The Council is organized without stock and not for profit, but as a public service. It is supported by donated funds, office space and personnel, under the aegis of Manpower Inc.

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The findings in this report have been compiled from information furnished by 930 companies throughout the United States.

We are grateful to the American Society for Personnel Administration for making it possible to include their membership in the research group. This has resulted in an increased number of participating companies.

A detailed analysis of the findings is contained on the following pages. Here is a brief summary:

- The 930 participating companies had a total of 4,375,665 employees, an average of 4,705 per company.
- It is the feeling of the respondents that numerous institutions are at work in the community to provide skill training, but 60% feel that this training falls short of their company needs.
- This remissness is most serious in public high schools and public vocational schools, where many are not offering courses at all and many who are offering courses are not tailoring them to present-day business needs. This occurs despite the fact that local institutions are being provided with specific educational requisites.
- Participants in the survey expressed great willingness to serve on advisory boards to correct the situation.
- About 50% said they feel their universities lack adequate vocational training facilities and recommended public high school and in-plant training as the solution.
- An overwhelming percentage (over 85%) are in favor of development of public vocationally-oriented technical colleges on a two-year basis.

In the area of in-plant training, the respondents are evenly divided in their estimate of the potential of in-plant training for opening up new opportunities in beginning jobs. Those who favor more in-plant training say their companies are handicapped by lack of time, lack of competent instructors to design and present courses, and lack of funds.

- However, about 70 per cent stated they do not believe that Federal funds should be channeled to companies to subsidize development of in-plant programs.
- The majority are not familiar with the proposed Human Investment Act, but feel it would be a spur to companies developing their own training program.
- Forty per cent said they have revised their employment qualifications or tests since Jan. 1, 1966, including such measures as lowering of the level of schooling and ability required, and removal of limitations based on sex.
- Seventeen per cent have established training programs primarily with a view to attracting minority workers. These were divided 50-50 on whether or not the programs have been successful. In the majority of cases, lack of success was attributed to difficulty in finding trainees and to the fact that trainees drop out, apparently because of lack of motivation.

The Federal Government's Manpower Development Training Administration (MDTA) has not helped find qualified employees for 80 per cent of the respondents; of these 32% feel that the training given is in the wrong skills for their business.

Only 19% have employed persons trained in Job Corps centers, and of that group, 60% regard the experience as satisfactory.

We hope that you will be able to utilize the information compiled in this detailed study in the formulation of job training programs in your company.

If you wish additional copies of this report for distribution to others in your organization or to members of associations to which you belong, we do have a limited number available. A special form has been included on the last page of this booklet for that purpose.

Thank you for your cooperation.

MANPOWER RESEARCH COUNCIL
SUBJECT: JOB TRAINING
SUMMARY OF FINDINGS

Total Companies Participating in Survey 930*
Total Number of Employees in Participating Companies 4,375,665

*Variance in the total number of responses resulted because not all respondents answered every question.

1. What institutions or companies are at work in your community to impart hirable skills to youth and to others in need of training? (Check all categories which apply.)

	Number	%
Public high schools	906	100
Private (parochial) high schools	567	62.6
Public vocational schools	729	80.5
Privately owned business or technical schools	640	70.6
Public colleges	790	87.2
In-plant training programs	731	80.7
Manpower Development Training Program (Federal Government)	614	67.8
Job Corps	428	47.2
Apprenticeship program	580	64.0
Local Chamber of Commerce	301	33.2
Local personnel groups	280	30.9
Others		

Most frequently mentioned were: Private colleges, universities, Urban League, State Employment Service, Anti-poverty programs, local industries.

2. Does your experience indicate that any of the above training institutions fall short of meeting your company's needs?

	Number	%
Yes	519	57.3
No	234	25.8
No opinion	153	16.9

3. If you answered "yes" to question 2, please indicate where you feel a specific problem area exists.

Problem Area	Training Institution Mentioned Most Frequently
No courses at all	Chamber of Commerce; Private High Schools
Poor instruction	Federal Government's Manpower Development Program; Job Corps Program; Private Training Schools; Public High Schools
No equipment	Public High Schools; Private High Schools; Public Vocational Schools
Courses not regularly given	In-plant Training Programs; Public High Schools; Manpower Development Programs; Public Vocational Schools
Courses not adequately given	Public High Schools; Public Vocational Schools; Private High Schools; Manpower Development Program; Job Corps Program
Courses too short	Public High Schools; Public Vocational Schools; Manpower Development Programs; In-plant Training Programs
Antiquated equipment	Public High Schools; Public Vocational Schools; Private High Schools; Private Training Schools

No field experience	Public High Schools; Public Vocational Schools; Private Training Schools; Private High Schools
Tuition costs too high	Private Training Schools; Public Colleges; Private High Schools
Courses not tailored to our needs	Public High Schools; Public Vocational Schools; Federal Government's Manpower Development Program; Private High Schools; Private Training School; Public Colleges

4. What courses for skill training do you feel private and public educational institutions should add to their curriculum to prepare the student for non-managerial jobs?

Most frequently mentioned were:
- More technical courses in public colleges
- Courses tied in with Federal Government's Manpower Development Program
- Apprenticeship program and training

5. Have you provided local training institutions with specific educational prerequisites for employment by your company?

	Number	%
Yes	653	72.1
No	253	27.9

6. Was this at their request or a self-initiated program?

	Number	%
Their request	291	39.7
Self-initiated	442	60.3

7. If called on, would you serve on an advisory program to review the correct vocational educational program in your community?

	Number	%
Yes	793	88.5
No	103	11.5

8. Does such an advisory council exist in your community at present?

	Number	%
Yes	396	43.7
No	201	22.2
Don't Know	309	34.1

9. Do you believe your community lacks adequate vocational training facilities to raise skill levels and train people to fill jobs?

	Number	%
Yes	452	50.6
No	442	49.4

10. If you answered yes to question 9, which of the following solutions would you recommend?

	Number	%
More public vocational high schools	387	40.4
More in-plant training	210	21.9
More privately owned business or technical schools	131	13.7
More liberal apprenticeship rules	129	13.5
An enlarged Manpower Development Training Act Program	102	10.6

Others most frequently mentioned were:
- Increase scope and number in classes of Technical Schools.
- Better curriculum and equipment
- More experienced instructors
- Develop technical programs in senior high schools and junior colleges
- Vocational post high school courses geared to in-plant training.
- Government funded programs through industry

11. Do you favor the development of public vocationally-oriented colleges on a two-year basis (covering grades 13 and 14)?

	Number	%
Yes	770	85.4
No	64	7.1
No opinion	78	7.5

12. Do you feel that the phrase "vocational education" is: (check one)

	Number	%
Appropriate	417	47.1
Has connotations which are a deterrent to participation by potential trainees	468	52.9

13. Which phrase listed below would you like to see used to describe modern vocational education for children?

	Number
Career Guidance Courses	302
Technical Courses	226
Occupational Preparatory Courses	201
Occupational Training Courses	150
Vocational-Technical Courses	123
Occupational Courses	119
Vocational Courses	58

14. In your opinion what new approaches to job training by the community would relieve the present shortage of skilled help?

	Number
Encourage high school graduates to attend technical schools	559
More assistance to vocational schools by advisory councils made up of business and industry	559
Set up two-year trade and technical colleges	524
Provide vocational guidance counselors in high schools	493
Let industry spokesmen talk to high school classes about what industry wants and offers	475
Make some practical courses compulsory in high school: shorthand, typing and office machines	408
Add more vocational courses to high school curriculum	404
Promote use of vocational guidance testing in high schools	390
Have high school students combine work and school	383
Enlarge programs of the public vocational school	383
Provide scholarship funds to enable high school graduates to attend technical schools	337
Change union rules which limit new hires and apprenticeships	266

15. Could you increase your new hires at all skill levels if you could provide in-plant training to upgrade present employees?

	Number	%
Yes	426	49.4
No	437	50.6

16. If Yes, what factors prevent such in-plant training from being given?

	Number	%
Lack of time	233	32.5
Lack of competent instructors to design and give courses	194	27.0
Lack of funds	115	16.0
Lack of employee motivation	89	12.4
Management does not consider this as a problem	87	12.1

17. Do you believe that Federal Funds should be channeled to companies in private industry to subsidize the development of these in-plant training programs?

	Number	%
Yes	155	17.1
No	631	69.6
No opinion	120	13.2

18. If Yes, to which of the following levels of training do you believe it should extend?
Rank in order of their importance . . . 1 as most important, 7 as least important)

	1	2	3	4	5	6	7
Manual industrial skills	73	8	21	16	24	9	17
Office skills (typing, shorthand, office machine operation)	50	16	20	29	24	13	4
Semi-skilled industrial	47	39	30	25	14	13	7
Skilled industrial	80	28	22	14	3	2	1
Technical	60	32	16	21	21	1	3
Non-managerial	13	3	3	5	20	54	24
Managerial	13	6	8	8	5	13	55

19. Are you familiar with the proposed Human Investment Act, which provides a 10% tax credit to companies carrying approved training programs?

	Number	%
Yes	322	36.0
No	572	64.0

20. Do you feel this proposed legislation will increase the number of companies developing their own training programs?

	Number	%
Yes	400	66.4
No	202	33.6

21. What in-plant training does your company presently provide (period from Jan. 1966 to date)?

	Number
Company conducts courses on company time	678
Indoctrination meetings	584
Company conducts courses on employee time	335
Non-tuition courses conducted by outside organization	259
None	72

Others most frequently mentioned were:

Tuition Refund Program
Tuition aid for courses conducted by private and public high schools and colleges
Management training programs
Supervisory training programs
Graduate technical courses
On the job training

22. Do you presently offer courses which are designed to retrain your employees so that they may move to a higher skill level?

	Number	%
Yes	466	50.7
No	454	49.3

23. If Yes, how many employees have done this since Jan., 1966?

Total 42,529*

*This is less than one percent of the total number of employees in participating companies.

24. Do you presently offer courses in basic skills (reading, writing, arithmetic)?

	Number	%
Yes	91	11.2
No	720	88.8

25. If No, should such a course be made available to employees in your company?

	Number	%
Yes	186	25.7
No	539	74.3

26. Does your company have an educational tuition refund program?

	Number	%
Yes	777	84.6
No	141	15.4

27. If Yes, check the following which apply:

	Number	%
Refund is for only job related courses	518	66.7
Refund is automatic 100% if course is completed	284	36.6
Refund is percentage based on grade level achieved	152	19.6
Refund is limited to a fixed dollar maximum	104	13.4

28. Have you, in any way, revised your employment qualifications or tests since Jan. 1, 1966?

	Number	%
Yes	373	40.3
No	553	59.7

29. If Yes:

	Number	%*
Have you lowered the level of ability required?	171	45.8
Have you lowered the level of schooling required?	165	44.2
Have you removed limitations based on sex?	170	45.6
Have you broken jobs down into lower skills?	66	17.7

*Some respondents checked more than one.

Others most frequently mentioned were:

Increased school and ability requirements
Eliminated some tests from testing program
Have generally raised entry level skill requirement for clerical help
Removed unrealistic requirements which were not truly job related
Expanded resident area from which we recruit or hire
Updated test material

30. Have you established any training programs primarily with a view to attracting and training minority workers?

	Number	%
Yes	158	17.6
No	741	82.4

If yes, have they been on the whole successful?

	Number	%
Yes	78	50.7
No	76	49.3

If no, why not?

	Number	%
Difficult to find trainees	175	23.6
Trainees finish training, but do not stay on the job long enough to make it worthwhile	54	7.3
Trainees drop out during training, because of:	81	10.9

	Number
Lack of motivation	77
Lack of education	38
Lack of ability to comprehend	47
Family problems	31
Inadequate pay during training period	23
Better off elsewhere	12
Go back to original job	3

31. Have the Federal Government's Manpower Development Training Administration (MDTA) programs helped you find qualified employees?

	Number	%
Yes	182	20.4
No	712	79.6

If No, why not?

	Number	%
Wrong skills for our business	229	32.2
No MDTA in our community	121	17.0
Not enough trainees to go around	113	15.9
Trainees won't move to job location	36	5.1

Others most frequently mentioned:

Lack of motivation
Training not satisfactory
Too difficult for small company to work with MDTA and massive regulations
No information on programs or candidates

32. Have you employed any persons trained in Job Corps Centers?

	Number	%
Yes	159	19.1
No	672	80.9

33. If Yes, what has your experience been?

	Number	%
Satisfactory	70	60.0
Unsatisfactory	48	40.0

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Please send_____additional copies of Manpower Research Council Survey Number Four, Job Training.

Send them to (Name)_____

(Company)_____

(Address)_____

(City)_____(State)_____

I would be interested in having the Council study the following subjects in the future:

_____

_____

_____

_____

Any other comments:_____

_____

_____

_____